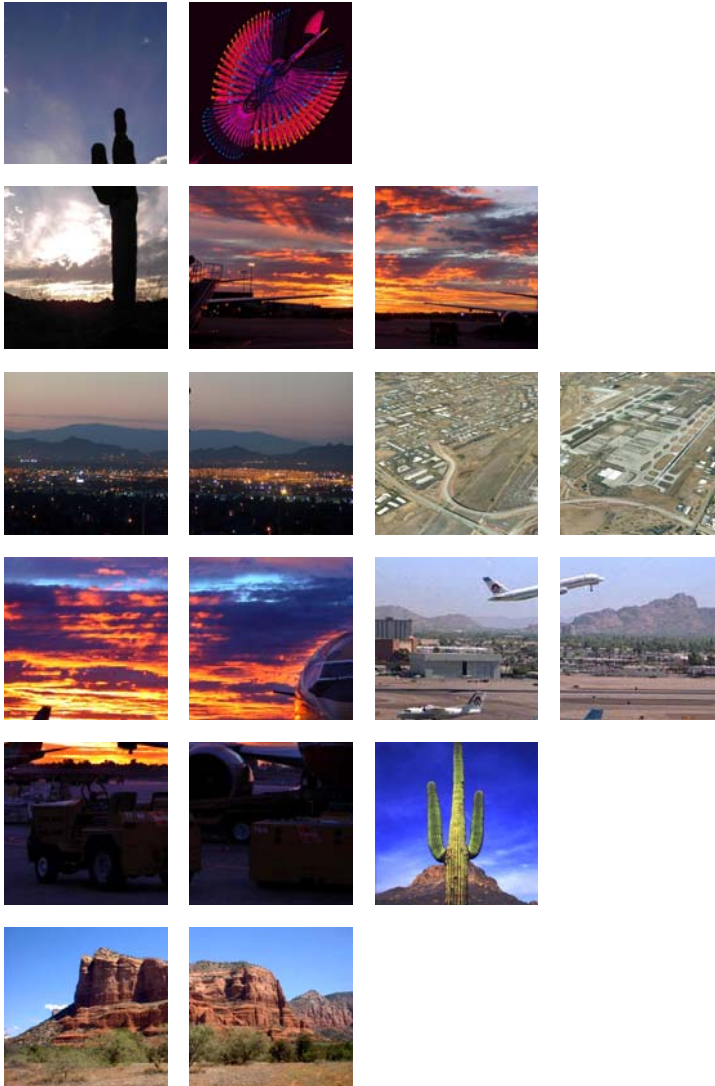
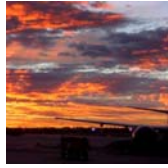
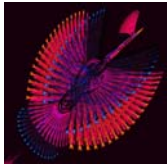


Appendix G

Supporting Site Materials



Boeing-Mesa





BOEING

Fire Department

July 27, 2004

To: Ken Gilliam, FAA Airport Safety & Operations Division

From: Boeing-Mesa Fire Protection

Subject: FAA Certification as Index A & B ARFF Training Provider

Cc: Bill Critchfield, Western-Pacific Region Airport Safety & Operations Division

Boeing-Mesa Fire Protection is hereby officially requesting certification, by the Federal Aviation Administration (FAA) Airport Safety and Operations Division, to provide initial and annual ARFF certification training to index A and B airports.

Utilizing our Mobile Aircraft Live Fire Training Unit, which was constructed by PRO-SAFE, we intend to provide safe and effective ARFF training consistent with current practices. Our goal is to ensure that every student is able to safely and effectively combat and control aircraft related fires, comprehend the uniqueness of aircraft related emergencies, and demonstrate a working knowledge of airport operations.

To accomplish this goal, we will ensure each instructor, as a minimum, is certified as a Fire Instructor I (NFPA 1041), and Airport Firefighter (NFPA 1003) or FAA equivalent with at least five years ARFF experience.

Attached you will find documentation summarizing the Mobile Aircraft Live Fire Training Unit abilities, and the certifications of the Lead Training Officer. If you have any questions please do not hesitate to contact us, as we are eager to start providing this sorely needed training throughout the region. Thank you.

////// SIGNED ////

Pete C. Jankiewicz, Fire Chief
Boeing-Mesa Fire Protection

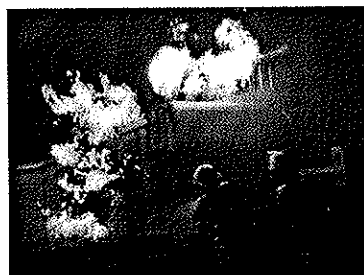
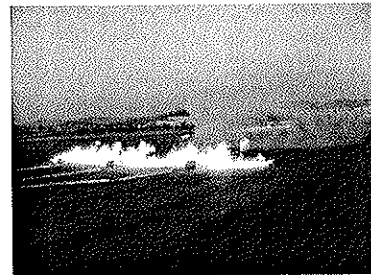
Attachments:

- 1: Mobile Aircraft Live Fire Training Unit
- 2: Training Officer Qualifications

BOEING-MESA FIRE PROTECTION MOBILE AIRCRAFT LIVE FIRE TRAINING UNIT

The Live Fire Training Unit utilizes two 106 gallon propane tanks to provide fires up to 15 locations. These include the Auxiliary Power Unit, #1 & #2 engines, Forward and Aft cockpits, forward and aft fuselage fires on both sides of the aircraft, Wheel/Brake Assembly fire, and spill fires that can be located up to 75 ft. away from the aircraft. In addition to the fire locations, a smoke/fog generator is used to provide realistic smoke conditions throughout the aircraft. Other simulations include two penetrating nozzle locations simulating the battery and APU compartments, military ordnance with explosion simulator, and battery compartment.

The unit has a variety of electrically and or/manually controlled operating systems to provide safe, efficient, and effective fire and emergency training scenarios. These systems incorporate safety sensors and back-up components to ensure safe and dependable training.



BOEING-MESA FIRE PROTECTION

Lead Training Officer Qualifications

Lieutenant Keith J. Berthiaume

Airport Firefighter – NFPA 1003

Firefighter II – NFPA 1001

Driver/Operator ARFF – NFPA 1002

Driver/Operator Pumper – NFPA 1002

Fire Service Instructor I, II, III – NFPA 1041

Fire Officer I, II, III – NFPA 1021

Fire Inspector I, II – NFPA 1031

Hazardous Materials Operations – NFPA 472

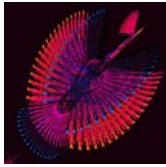
Basic Aircraft Fire Fighting School Graduate– Chanute AFB, November 1992

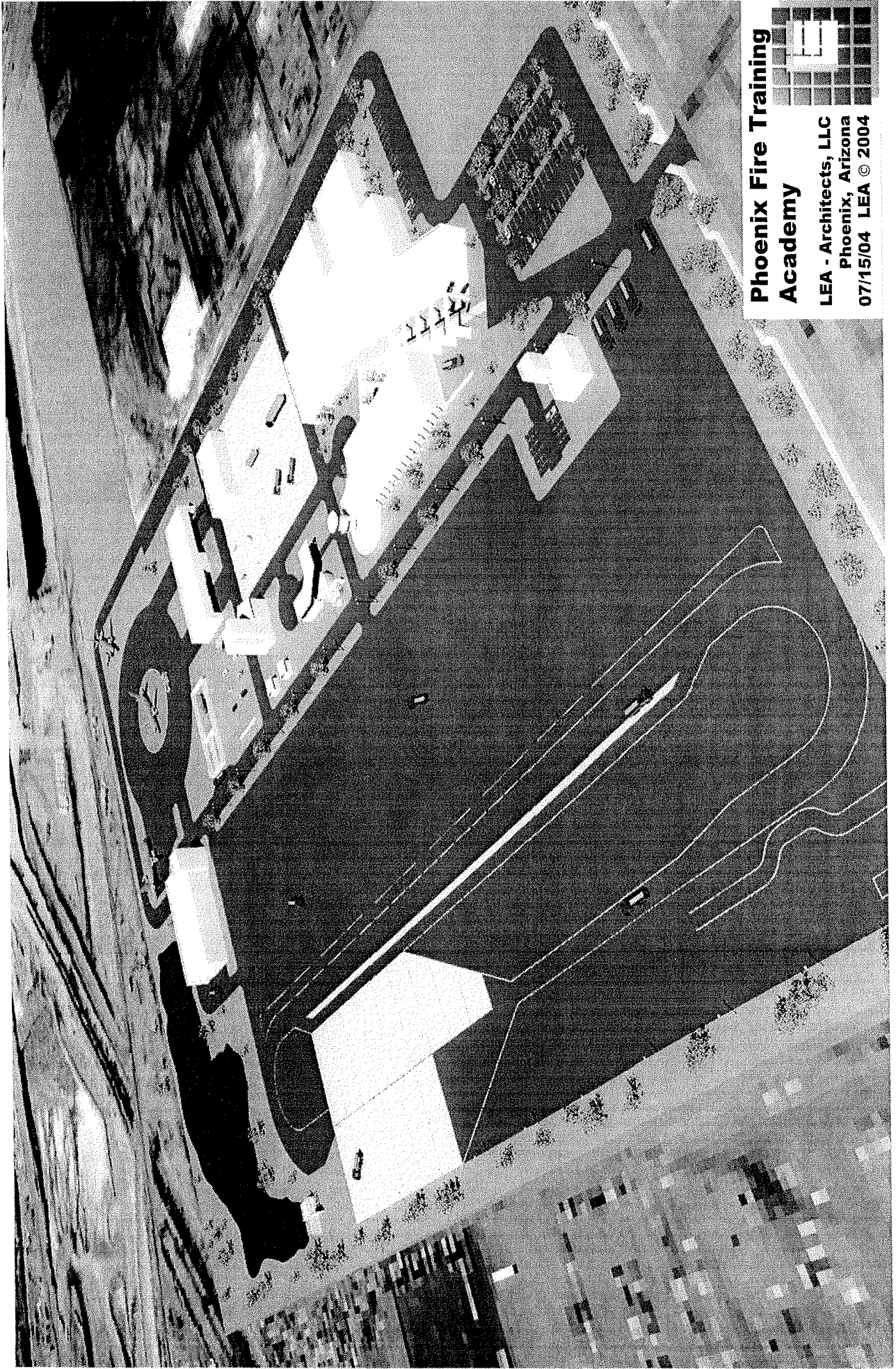
Military Aircraft Rescue School Graduate – June 1995

A.A.S. Degree – Fire Science, Community College of the Air Force

Member of the Arizona State Fire Training Committee

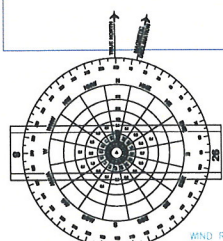
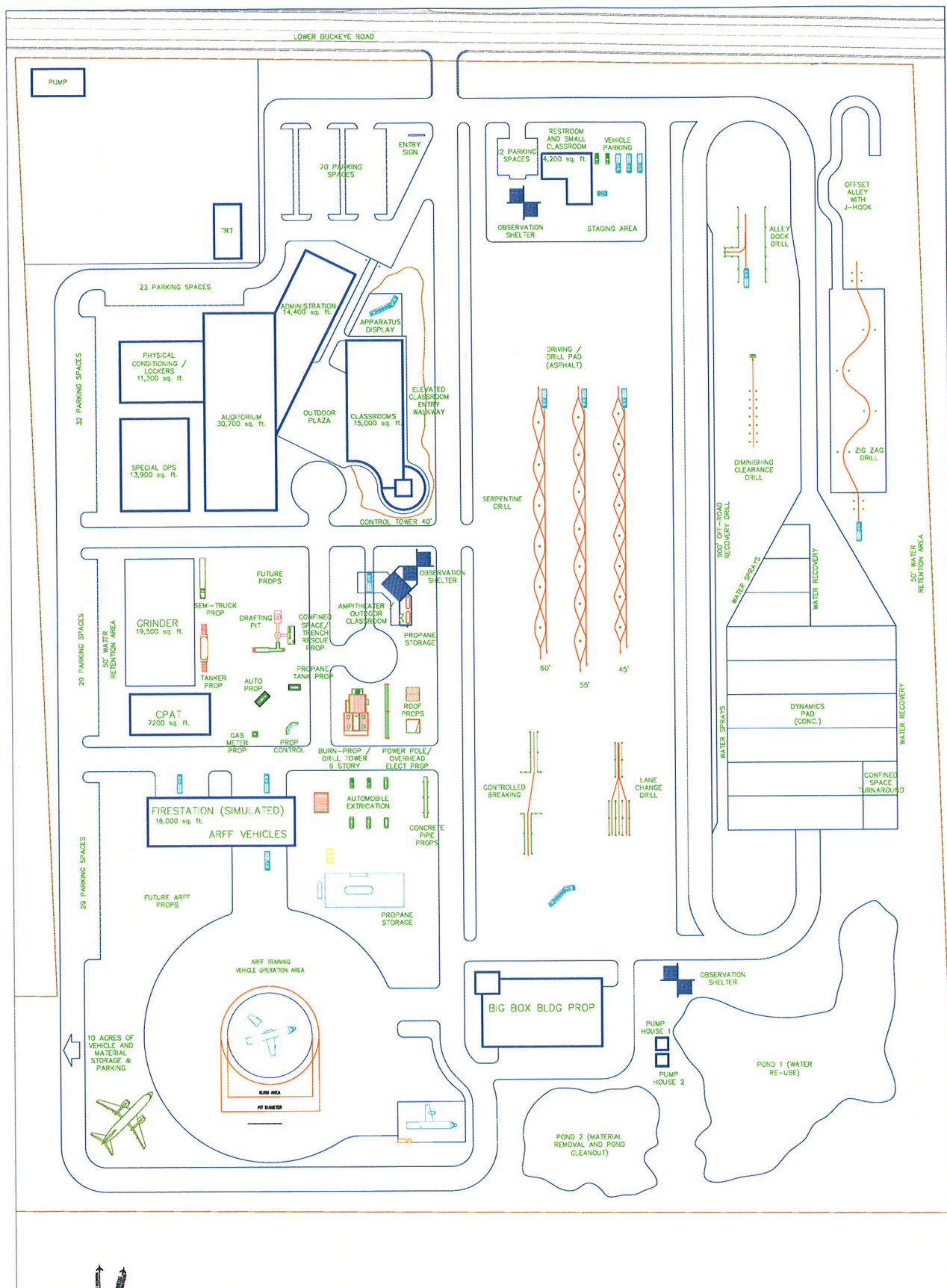
Phoenix



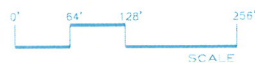


**Phoenix Fire Training
Academy**

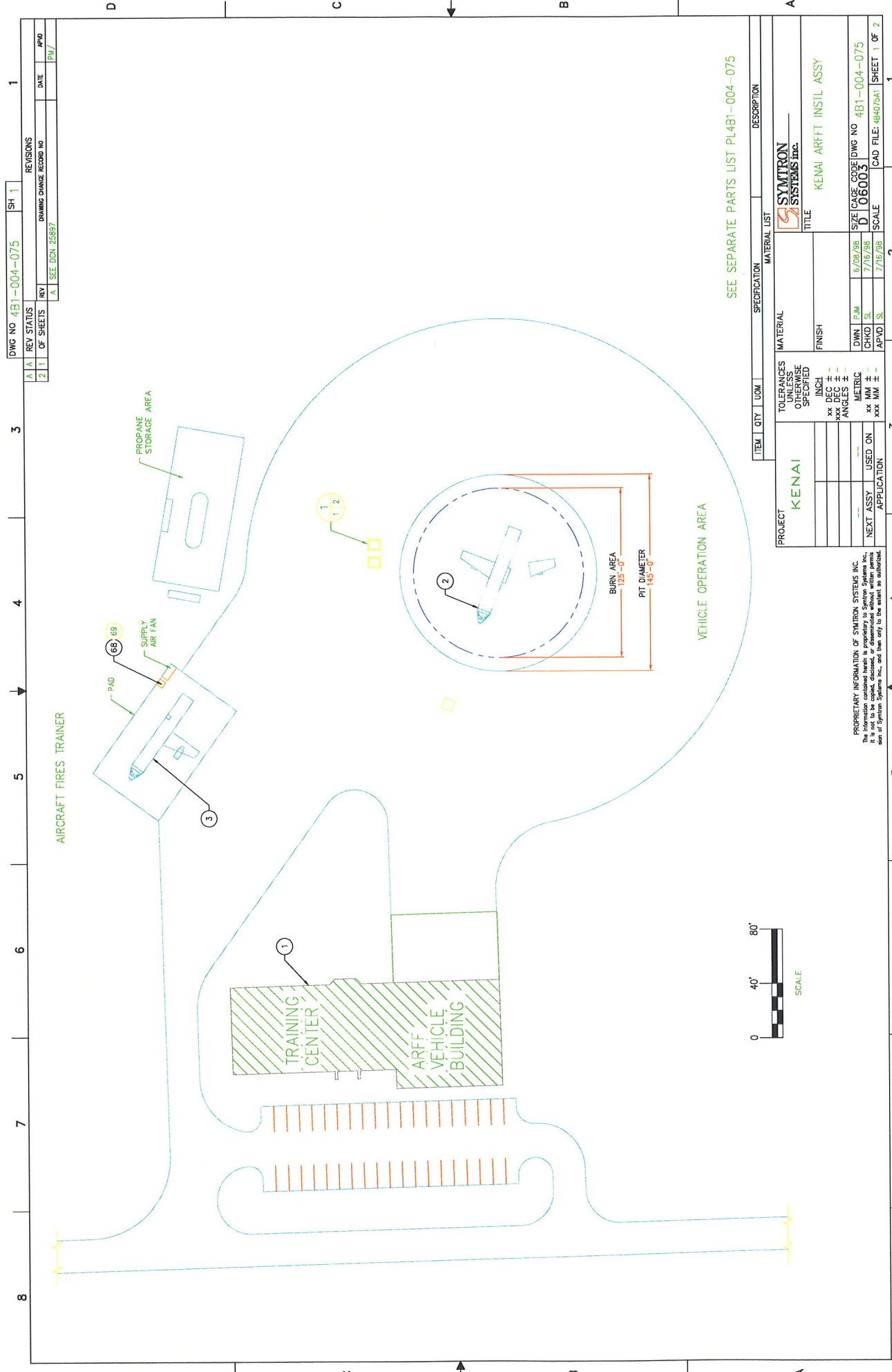
LEA - Architects, LLC
Phoenix, Arizona
07/15/04 LEA © 2004



PHOENIX F.T.A. MASTER PLAN



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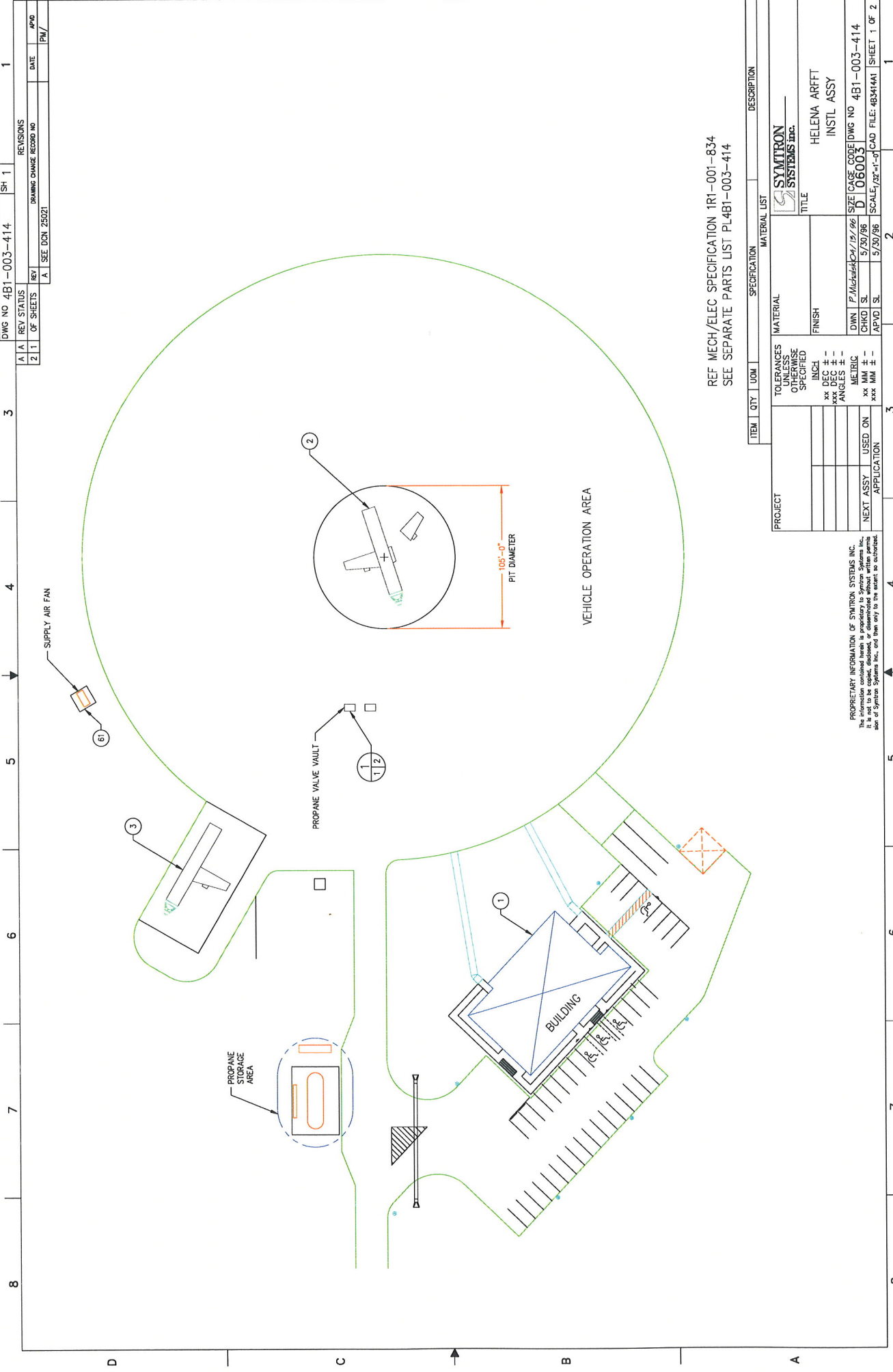
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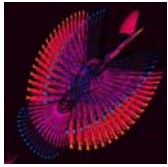


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Taylor





Town of Taylor

Box 158 • Taylor, AZ 85939

Phone 928-536-7366 • FAX 928-536-7027

March 9, 2004

David Sperling
The Louis Berger Group, Inc.
2345 East Thomas Road, Suite 220
Phoenix, AZ 85016-7818

Dear Mr. Sperling,

I read with interest your survey regarding the feasibility of a regional aircraft rescue and fire fighting training facility in Arizona. Several agencies including Northland Pioneer College, Navajo and Apache Counties, area Police and Fire Departments, area Cities and Towns and several large private businesses are in the process of constructing an all purpose emergency training facility in Taylor. This facility would be utilized for almost all emergency training purpose in northeast Arizona.

I have included a draft copy of the business plan. The names of the various participants are included in the draft plan. This facility could host your proposed training needs. Also the Taylor Municipal Airport is close to the proposed training facility.

If you have any questions, please contact me.

Sincerely,

Stephen Sturgell
Stephen Sturgell
Town Manager

Northeast Arizona Training Center

“NATC”

Business Plan



**“Training Emergency Professionals
For Public Service”**

FINAL DRAFT:REVISED 4-12-04

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Executive Summary

Thank you for taking the time to review the Northeast Arizona Training Center (NATC) Business Plan. What started with a simple concept of just trying to provide some live fire training for our local fire departments' has evolved into an "All-Risk" Regional Training Center to provide training for all professionals involved in public or private emergency services.

As you ask yourself "why should I be involved", think of the potential dangers that could escalate within your organization within seconds that could have you making front page headlines. From Wildfires to Haz-Mat spills, we never know what is going to happen that may cause us to rely on our training.

The concept of the Northeast Arizona Training Center is to provide a certified regional training center that meets the need of all emergency professionals. After reviewing various agencies training budgets, it became apparent the cost of sending employees out of the area to keep current on their skills was rising beyond the funding resources of most departments. By providing a Local Regionalized Training Center, employers could realize an immediate cost savings in just the expenses involved for travel and per diem alone.

After reviewing the financial plans, you will see the estimated developmental costs of \$2,959,000 could be easily attained with the partnership of many. Already through grant funding, monies have been coming into assist in this most valuable project.

As you review this Business Plan and wonder why you should be a part of this project, think of the future. An "All-Risk" Training Center has unlimited potential for all. Our goal is to provide a Training Center that ultimately provides emergency services professionals, trained to the highest standard, ready to be vigilant over the protection of our families and communities.

Mission: “Training Emergency Professionals for Public Service”

Vision: “NATC” will provide quality certified training that is responsive to a broad range of emergency professionals

Goals:

- ** To provide a Training Center that meets the highest training standards among emergency service professionals
- ** To provide certified instructors as well as courses
- ** To provide student certification and performance evaluations
- ** To develop, construct, and maintain an environmentally sound site
- ** To maintain a safe and harassment free training environment which is conducive to a positive learning experience

Frequently Asked Questions:

1) Who are we?

The Northeast Arizona Training Center is made up of a consortium of federal, state, county, and municipal governments, local fire districts and private industry members whose goals and visions are to provide an “All-Risk” Homeland Security Training Center.

2) Why do we need this Training Center?

In light of what is occurring within our society, emergency service professionals are being asked to respond to and perform tasks that were unheard of 20 years ago. As demand for training increases, our training budgets are being stretched thin. Having a regionalized training center will enable organizations to provide training to all their employees locally, thus reducing travel and per diem expenses. Local training will provide the opportunity for emergency services professionals to maintain their currency and acquire additional certified training at an affordable rate.

3) What are the preliminary site plans and equipment requirements?

The preliminary site plan includes a four story burn tower, defensive driving track, classroom/office space and industrial training props. The equipment requirements are still being tabulated.

4) Who will use the Training Center?

The Training Center is being designed to fit the needs of all "Emergency Services Professionals."

5) What training will be provided at the Training Center?

Classroom courses to include Homeland Security and "All-Risk" type instruction are the initial concept of the Training Center. Training such as live fire burns, trench or high-angle rescue, industrial safety training, and an emergency vehicle defensive driving course are included in the Training Center's overall concept. The training options are as broad as the agency's imagination and resources.

6) What will it cost to build the Training Center?

The initial budget for the development of the Northeast Arizona Training Center is \$2,959,000. This includes estimates from architects and engineers, based on the needs outlined by the NATC planning committee. There are several architectural and engineering firms that specialize in Training Center construction, and they often work hand-in-hand with the business plan developer in assessing building costs. Our initial engineering work was contracted with a local firm, Ironside Engineering of Show Low.

7) What will it cost to operate the Training Center each year?

An annual operating budget will be prepared for the estimated yearly expenses for necessities, including staffing, electricity, water, janitorial services and maintenance at a later date.

8) What is the cost benefit of this Training Center to the local communities?

The benefits to the local communities have yet to be determined, however, it is important to recognize as people come for training from all part of Arizona, the immediate benefits will be to the local food, gas and lodging industries. The students and professionals will get to know our community, enhancing their training experience with the beauty of Northeast Arizona. Future personal visits with family and friends are surely a positive benefit to the local economy. This facility could then have an impact on future jobs, income and an increased tax base for the local communities.

9) What is the future of the Training Center over the next five to ten years?

At the present time, it only leaves ones imagination to see what is yet to come. As stated earlier in the introduction of the Business plan, the initial design concept was to provide a place where the local firefighters could train. As the Training Center concept grew, it now includes Law Enforcement, Industrial Service employees, and all Public Service Professionals in federal, state, county and local governments.

The next five to ten years could see this Training Center as a nationally recognized facility with students coming from all around the United States to participate in our training.

Introduction

The Northeast Arizona Training Center (NATC) concept began as a partnership between the members of the Northeastern Arizona Fire Chiefs' Association and Abitibi Consolidated Inc., both interested in providing a Training Center within the region to promote and improve firefighting skills.

As the scope of the training needs was being considered, it became apparent to the architects of the plan that the needs were much broader than the structural fire community first envisioned. Local law enforcement agencies were also desperate for a Training Center where they could offer defensive and tactical low speed driving training. The Rodeo-Chediski fire brought the stark reality of a Wildland fire terrorist threat to every resident and emergency service organization in the White Mountains. The outpouring of requests for Wildland fire cross training as well as curriculum development in the high schools and colleges was a wake up call for vocational educators.

The attack of September 11th, 2001 made it even more evident that the security of our Country would be forever changed. NATC will now focus beyond just law enforcement and fire issues by maximizing the use of the land and local resources while offering a variety of "all-risk" Homeland Security training, certification and career education. An energized commitment to national pride refocused the mission of the Training Center to one of "Training Emergency Professionals for Public Service". Emergency personnel will be needed from all sectors of our communities, thus private and public entities alike must become an integral part of the Training Center plans.

Partnerships began to form, resulting in the Northeastern Arizona Fire Chiefs' Association being presented with eight acres of land donated by Abitibi Consolidated Inc., a local paper mill company. The future Training Center site is located 2 miles west of Highway 77 on Papermill Road within the Town of Taylor, Arizona. With the

acquisition of the land, the concept of a Regional Training Center took a step closer from dream to reality.

At the onset, the initial plans were simple in design: a multi-purpose burn tower where local firefighters could train with live-fire and practice rope rescues. Plans were also set to include a drafting pit where the fire trucks could test their fire apparatus pumping capabilities. Today the focus of the Training Center is on structural fire, Wildland fire suppression, industrial safety and law enforcement. Emphasis is on strategy and tactics associated with the urban industrial environments.

The ultimate goal of the Training Center will be to certify emergency personnel to the professional standards associated with their discipline. This training will be conducted in accordance with the various requirements of the individual agencies such as Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), National Wildfire Coordinating Group (NWCG), Arizona Police Officer Standards and Training (POST) and others as required to accredit and certify NATC. Academic credits will be offered, when appropriate, through our partnership with Northland Pioneer Community College (NPC), as well as interfacing practical training with NPC's Fire and Police Sciences Certificate and Degree programs.

Present Status:

Significant achievements made in developing this project include:

- Acquisition of 8 acres of land in Taylor, along Papermill Road, which was legally transferred from Abitibi Consolidated and recorded in the name of the Northeastern Arizona Fire Chiefs' Association (NAFCA). The value of the land has been appraised at \$64,000. Negotiations are currently underway to acquire an additional 12 acres adjoining the current site.
- Received a \$50,000 grant for surveying, concept development and site planning for the Training Center. We

have completed surveying and concept development and are 40% through the site planning. This grant was received through the USDA Rural Community Assistance Program.

- Received a \$5,000 grant for the Business Plan Development.
- Developed informal partnerships with the following:
 - Northland Pioneer College
 - Navajo County Sheriff
 - Town of Taylor
 - Town of Snowflake
 - Northeastern Arizona Fire Chiefs Association
 - Abitibi Consolidated
 - Arizona Public Service, Cholla Power Station
 - Salt River Project, Coronado Power Station
 - Tucson Electric Power, Springerville Power Station
 - Burlington Northern Santa Fe Railroad
 - Pinetop-Lakeside and Show Low Police Departments
 - Snowflake/Taylor Police Department
 - Northern Arizona Vocational and Industrial Training (NAVIT)
 - USDA Forest Service, Apache-Sitgreaves National Forest
 - Apache County Sheriff
 - Navajo County Attorney's Office
- We have completed a comprehensive Budget Strategy and Prioritization outlining many capital improvement projects (see Appendix). Projects that solidified the early partnerships were: 1) a four story burn tower, 2) defensive driving track, 3) classroom and office space and 4) industrial training props.

Product/ Services:

The Training Center will be managed in partnership with its members, through a Board of Directors as outlined in the NATC, Inc organizational structure. Classroom instruction and field courses will be offered in all facets of Wildland, structural, hazardous material incidents, law enforcement, industrial safety and emergency vehicle defensive driving. The ever-increasing growth in the White Mountains has placed a demand on the various departments and agencies for trained personnel. Unfortunately, the demand out weighs the supply, therefore the Training Center is an essential element to the future development of trained urban, industrial and Wildland firefighters, and law enforcement officers.

The Training Center will feature state of the art emergency training grounds, which will include a live fire burn building, liquid petroleum fire training apparatus, drafting pit and other emergency services training tools not currently found at a department level. The Training Center will also include the operation of an integrated emergency vehicle driver instruction course and an indoor marksmanship facility. This driving course features a comprehensive arrangement of obstacle and driver skill challenges designed to meet the demands of both the fire service and law enforcement defensive driving training. An interactive computerized driving simulator will also offer additional training opportunities. As the training grounds are further developed and a full understanding of the industrial and possible railroad training needs are identified, aside from the obvious opportunities of high angle rescue, rappelling, pole rescue, confined space rescue, and industrial fire/hazmat training, the goal will be to include the full spectrum of industrial emergency response training.

The Northeast Arizona Training Center Project is developing in four phases: 1) Site Acquisition, 2) Concept Development, Site Planning, Survey and Design, 3) Construction and Implementation, and 4) Operations and Maintenance. Phase 1 is complete with the acquisition of the 8 acre site in Taylor, Arizona. The site improvements currently

include access, water and power. Phase 2 began at the site dedication on April 24, 2002 with the establishment of the NATC Planning Committee. The committee has completed the Mission, Vision, Goals and Concept Plan for the Training Center and has been awarded a \$50,000 grant to acquire professional services for Site Planning, Survey and Design. The Engineering Design contract is currently underway and progressing through the identification of the type of facilities needed to meet a full service Training Center.

Marketing Strategies:

The Northeast Arizona Training Center is a project long overdue for Northern Arizona. When the initial concept first came about the partnership was originally designed for the local fire departments to have a place to conduct live fire exercises. As the concept grew, the training committee was contacted by various agencies outside the Fire Service inquiring if they could participate in this project.

The high cost of training, forces many agencies to reduce or cancel necessary certification training. Joining with other public service organizations or departments from other jurisdictions helps, however some facilities offering training are only single focus, resulting in reduced opportunity to achieve a full range of training. The concepts put forth with the NATC project, blends the needs of many professional organizations whose job it is to protect and serve our communities. It makes sense to have local community colleges or another educational entities join with the fire, law enforcement and industrial emergency services to not only train to maintain our level of skill but to develop future leaders thru academic degrees in fire and police science.

Community colleges are logical partners. They're in the business of education and can facilitate the scheduling and operation of a training center. Since they aren't affiliated with public safety organizations, they're often viewed as a trusted third party. Furthermore, many community colleges have fire science or police science programs already in place, and they can become essential partners in both the operations and funding of the Training Center.

At this point in the project, it has become apparent that a partnership between private, local, county, state, and federal organizations could become a reality.

It is the intent of the Northeast Arizona Training Center to publish this Business Plan and distribute it to agencies involved in some type of Emergency Services Training. By contacting these agencies and offering each a piece of ownership in the project, we feel that this project will be the envy of the State.

Along with the Business Plan, there will be an array of multimedia publications. PowerPoint presentations that will be made available to present NATC to the various Boards or Councils that regulate the budget process within each organization.

Financial Planning:

Assessing a need is the first and least problematic step toward securing top-notch training facilities. Police, Fire and other public service entities often find that getting from the first step, the needs assessment, to the second step, obtaining funding, is one of the most daunting aspects of moving forward.

As the cost of training continues to rise, many organizations may realize the continuing cost of training and education is going to take a major portion out of their existing budgets. The purpose of this business plan is to put the goals and plans of building a Training Center onto paper to help facilitate a phased funding strategy. This business plan will prioritize the costs and assess strategic financial options to ensure long term success and, reduced training costs for all partners.

Few question the need for a high-tech training center. Communities demand and deserve highly trained professionals working in their emergency response departments, but assessing the cost of building and maintaining a training center is often one of the biggest hurdles faced by departments. Emergency Service providers are skilled

professionals in their line of work, but often find the minutiae of calculating the exact needs and costs of a Training Center out of their realm of expertise. Furthermore, in many instances, two or more fire departments, and sometimes police and public works departments, will jointly use the Training Center. Each agency has its own needs and desires, and the departments involved may have difficulty balancing the contribution and usage for each entity. In most cases, a business plan can help alleviate such a problem.

So far, the income for the Training Center has come strictly from grant funding which has produced sufficient assets to move the project from the idea stage to the planning stage. Engineering work has been performed to show that the land acquired could indeed produce the final concept of the Training Center. The NATC Planning Committee has also received unofficial commitment from the Arizona Police Officers Standards and Training Board to assist in funding a large portion of the monies needed to provide for the infrastructure to put in a driving track for law enforcement needs.

Beginning in February, 2004, the NATC planning committee will be working on grant applications to secure as much funding as possible to construct the entire facility as one unit with multifunctional capability. The total cost for construction is estimated at \$2,959,000. A financial plan will eventually be developed to meet the specifics of the funding required. Specifically, the plan will address two areas:

- Strategic Financial Planning
- Operational Financial Planning

As the Northeast Arizona Training Center continues to mature into reality, the Northeastern Arizona Fire Chiefs' Association has given the Northern Arizona Training Center permission to form its' own entity, thus giving the Training Committee the opportunity to initiate its' own Board and Bylaws. NATC is also in the initial stages of filing their Incorporation papers and filing for a 501.3.c. status through the Internal Revenue Service. This will enable the Northeast Arizona Training Center the capabilities to obtain donations that could possibly be a tax deduction for the donor.

The Initial Budget is presented below, where you will find a timeline which lists the items needed, the costs involved and the relationship that each item has to the other. The financial strategy is to use this list of projects to focus implementation priorities and develop funding options. In collaboration with a financial advisor, Mr. Curtis Shook, a detailed financial plan will be completed and made part of the business plan as an Appendix item.

Project Budget Strategy and Prioritization

| No. | Project | Total cost | Linked Projects | Required Projects | Design Schedule | Const. Schedule |
|------|-------------------------------------|---------------------|-----------------|-------------------|-----------------|-----------------|
| (1) | Water Domestic and Fireflow Service | \$ 109,000 | (2) | | 60d | 90d |
| (2) | Wastewater Service | \$ 36,000 | (1) | | 60d | 90d |
| (3) | Electric and Communications Service | \$ 10,000 | (4) | | 60d | 45d |
| (4) | Natural Gas Service | \$ 14,000 | (3) | | 60d | 30d |
| (5) | Security Lighting | \$ 20,000 | (6),(8),(14) | (3) | 60d | 30d |
| (6) | Burn Tower Concrete Apron | \$ 150,000 | (5),(7),(8) | 1,2,3,4,8 | 60d | 30d |
| (7) | Concrete Apron | \$ 250,000 | (5),(8) | (8) | 60d | 90d |
| (8) | Retention Area | \$ 8,000 | (6),(8) | | 30d | 30d |
| (9) | Asphalt Parking | \$ 65,000 | (5),(6),(7) | (1)(2)(3)(4)(8) | 30d | 60d |
| (10) | Burn Tower Foundation | \$ 55,000 | (6),(7),(10) | (6) | 60d | 30d |
| (11) | Burn Tower Building | \$ 365,000 | (9) | 1,3,4,6,10 | 60d | 120d |
| (12) | Drafting Pit | \$ 15,000 | (6) | (1),(7) | 30d | 30d |
| (13) | Fuel Farm | \$ 7,000 | (10) | (15) | 30d | 30d |
| (14) | Confined Space Facility | \$ 12,000 | | (7) | 60d | 90d |
| (15) | Security Fencing | \$ 43,000 | (5),(9),(12) | | 30d | 30d |
| (16) | Landscaping | \$ 10,000 | | (9) | 30d | 30d |
| (17) | Site Lighting | \$ 105,000 | (22) | (3) | 30d | 30d |
| (18) | 30'X30' Storage | \$ 25,000 | (6) | | 30d | 30d |
| (19) | Outdoor Classroom | \$ 60,000 | | (7) | 60d | 90d |
| (20) | 20'X80' Storage | \$ 30,000 | | | 30d | 30d |
| (21) | 40'X100' Classroom | \$ 300,000 | (6),(26) | (8) | 90d | 120d |
| (22) | Detention Area | \$ 8,000 | (22) | | 30d | 30d |
| (23) | Paved Driving Course | \$ 600,000 | (21), | (3),(5),(22) | 60d | 45d |
| (24) | Portable Props | \$ 12,000 | | (7) | 30d | 10d |
| (25) | 20'X24' Storage | \$ 20,000 | (22) | | 30d | 30d |
| (26) | Shower Facility | \$ 50,000 | (6) | (13) | 90d | 75d |
| (27) | Physical Training Facility | \$ 60,000 | (6),(20) | (1),(2) | 90d | 90d |
| (28) | Shooting Range Complete | \$ 300,000 | | (3),(23) | 90d | 60d |
| (29) | 50'X65' Classroom/Office | \$ 220,000 | | (1),(2) | 90d | 120d |
| | Total Project | \$ 2,959,000 | | | 1470d | 1585d |

Appendix

A. Site Plan

B. Detailed Financial Plan

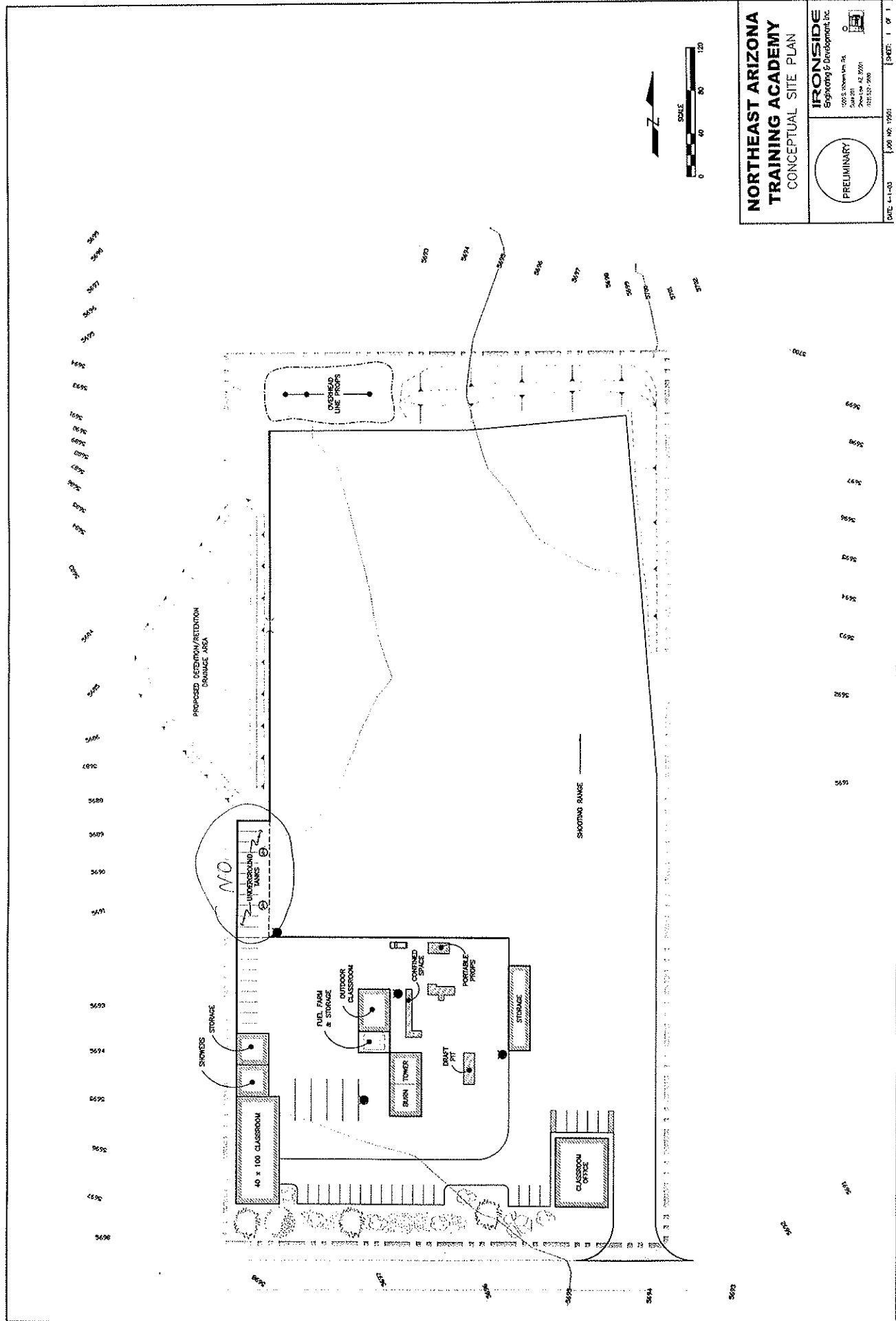
NORTHEAST ARIZONA TRAINING ACADEMY CONCEPTUAL SITE PLAN

PRELIMINARY

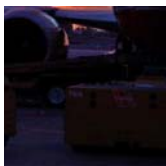
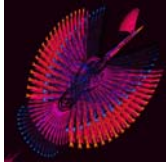
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DATE: 4-1-03

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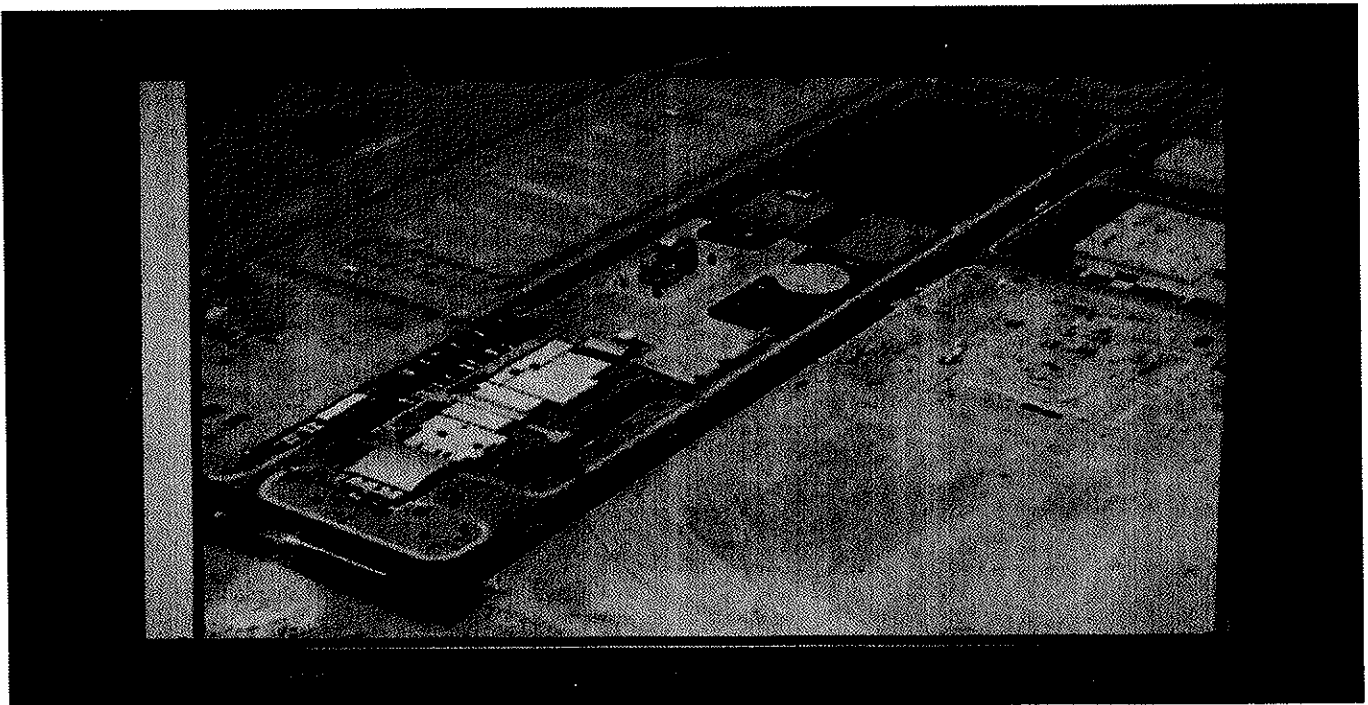
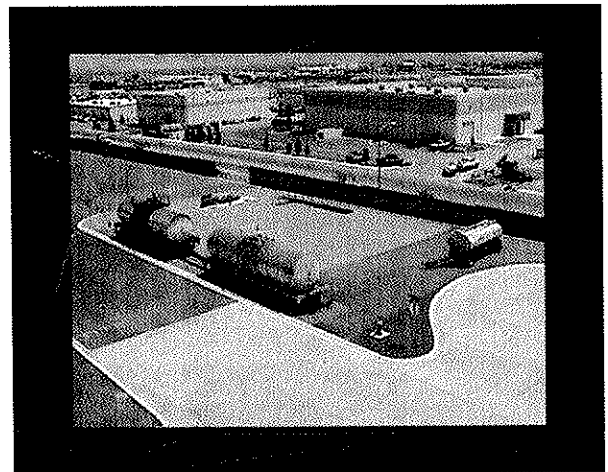
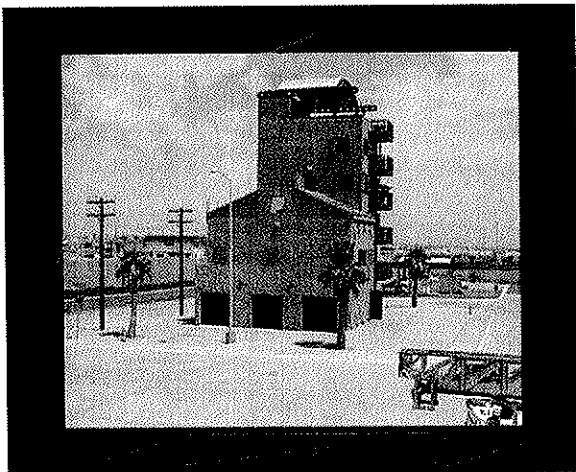
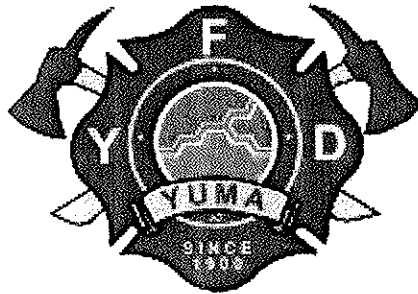
Yuma



YUMA REGIONAL PUBLIC SAFETY TRAINING FACILITY

BUSINESS PLAN

JULY 1, 2003



REGIONAL PUBLIC SAFETY TRAINING FACILITY BUSINESS PLAN YUMA FIRE DEPARTMENT

Gary Trulson, Assistant Chief for Administration
July 1, 2003

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REGIONAL PUBLIC SAFETY TRAINING FACILITY BUSINESS PLAN YUMA FIRE DEPARTMENT

Gary Trulson, Assistant Chief for Administration
July 1, 2003

EXECUTIVE SUMMARY

Purpose

The purpose of the Regional Public Safety Training Facility is to provide facilities, training aids and other required resources for the Yuma Fire Department and participating agencies to fulfill their training needs. By designing the facility to fit the needs of multiple departments and agencies, optimal utilization and efficiency can be achieved.

Mission Statement

The Mission Statement for the Regional Public Training Facility is: To provide safe, effective and efficient training facilities and programs for the Yuma Fire Department and area agencies to promote public safety, effective emergency response, and preparedness.

Specific Request of this Plan

This plan has been developed to provide directional information and solicit participation in the project from area agencies.

Facility Purpose and Description

The overall purpose of this facility is to provide a safe, effective and efficient environment for public safety agencies to conduct training for their personnel.

The Regional Public Safety Training Facility is being designed to meet the training needs of a variety of Public Safety and Public Service organizations. The facility will include fire department related components including, but not limited to: a fire burn building, a multi-use tower, specialized rescue props, hazardous material props, roof simulators, arson props, gas and electric props, and vehicle extrication props. The facility will also have specialty components for law enforcement including, but not limited to: tactical entry props, SWAT training area, and other law enforcement props and simulators. A major attribute to this facility will be a number of multi-use components that can be utilized by a variety of facility users. These would include but not be limited to: classrooms, confined space props, driving track, tactical rooms, trench simulators, and prevention/safety props.

Marketing Strategy

Securing participation from other agencies is essential and will be accomplished through the following marketing process:

- Letter of invitation and needs survey
- Follow up contacts with solicited agencies
- User development meetings
- Announcements and presentations at professional meetings
- Partnership and coalition building

Management and Operations

The Yuma Fire Department shall provide the overall structure for operations of the training facility. The fire department training division will oversee actual operations of the facility. This shall include:

- Development of guidelines and procedures for both internal and external users of the facility
- Facility and class scheduling
- Facility operational budget
- Oversight of all activities at facility
- Facility user relations

The Yuma Fire Department is currently staffed with one full-time Training Captain and utilizes the talents of over 30 departmental personnel with instructor certifications in various emergency medical, fire, and special operations specialties. Additional instructors and course materials will be obtained from other participating agencies, area educational institutions, state and federal agencies, and outside contractors.

The Fire Department Support Services Division will be responsible for oversight of all maintenance functions for the facility, under the direction of the Battalion Chief of Support Services.

Management Team

The Yuma Fire Department shall provide management and oversight of the Regional Public Safety Training Facility. The facility will operate within the Training Division, directed by an Assistant Chief. Training Captains shall manage daily operations with office assistants providing administrative support.

Objectives of the Management Team

The objectives of the Regional Public Safety Training Facility Management Team are to facilitate the achievement of the facility's purpose and mission. That is, to provide training facilities, props, and other required resources in a manner that is most efficient and effective while meeting the needs of all participating agencies.

Financial Considerations

Construction

Funding for construction of the Regional Public Safety Training Facility has been identified in Fire Department Capital Improvement Project #4.9401. These funds are allocated from the local Public Safety Sales Tax. The total amount in this CIP project is \$3,500,000, which is anticipated to finance the basic features of the facility. In-kind donations of training props by participant agencies will assist in cost controls. Participating agencies requesting specialized equipment, props or facilities may be required to fund their purchase and installation. Modular design will be used to allow for facility/prop development as funding allows.

Operations and Maintenance

Operating costs include, but are not limited to: personnel, equipment, utilities, fuel, and expendable supplies. Maintenance costs include, but are not limited to: grounds, facility, and landscape maintenance.

Revenues

It is expected that some courses will be offered on a fee basis, and some facility usage will be on a fee basis. These fees will both result in revenues to help offset the costs to operate and maintain the facility.

INDUSTRY ANALYSIS

Industry Profile

Overall Description

Traditionally, public safety agencies often train their personnel internally, using whatever facilities they may have at hand. This might involve burning old houses, or practicing forcible entry and SWAT training in whatever building is available. This method is often unsafe and ineffective. As professional certifications developed, and safety regulations were standardized, this became less viable.

Many agencies then turned to the local vocational institutions for assistance. In some cases, the vocational systems were able to get funding to build comprehensive training facilities, but this has not been the norm. Individual agencies have tried to keep up with their own training needs by training their own instructors and building facilities. This often resulted in duplication of facilities and services within a given region.

National Trends

Looking at the nationwide public safety training over the past 10 years, one can note the disparity in development and availability of quality training facilities for law enforcement, fire and emergency medical services (EMS) agencies. Large metropolitan departments have generally seen more funding for such projects than the small rural and suburban departments. Since September 11, 2001, there has been a re-examination and prioritization towards training in public safety. This revolves highly around preparation, response and mitigation for weapons of mass destruction and terrorism. In addition, agency interoperability improvements, through engineering and training, have been targeted as a priority.

Statewide Trends

There are a few public safety training facilities located in the urban areas of Arizona. These include Phoenix, Mesa, Glendale, Tempe and Tucson. These sites are rather diverse in size, scope, and operations. Some are geared to satisfy the needs of the local fire department, and sometimes the police department. In some cases, they have expanded their scope of operation to address the needs of all area public safety agencies, and occasionally other agencies, as well.

Regional and Local Training Activity

The Yuma area does not have a regional public safety training facility. The City of Yuma has a small training area including a small burn building at the Fire Station

#1 location at the north end of town. The facilities are very limited, and do not provide many of the needs required for adequate training. In addition, the existing structures do not meet with current standards for safety and performance. The Marine Corps Air Station and Yuma Proving Ground have some training props, but again, are very limited in scope and dated. Additionally, access to these facilities may become limited during times of war or national emergencies. The surrounding fire departments of Wellton, Somerton and San Luis have no training aids.

In the law enforcement arena, the Yuma Police Department has classrooms and an indoor shooting range. However, the shooting range is limited, and other training props and grounds have not been developed. The Yuma County Sheriff's Department is very limited in training resources. The U.S. Border Patrol has just completed a new Yuma Headquarters building on Avenue A, and while this building includes classrooms for training, it lacks an operational training ground.

Arizona Western College has programs in Fire Science and Criminal Justice, but lacks the appropriate training grounds, simulators, props, and equipment to complete its program. They currently partner with the City of Yuma and other area agencies to fulfill their needs.

Market Definition

Potential Users/Participants

The Yuma Fire Department surveyed 35 area agencies inquiring as to their needs for training, and a facility. Those contacted included public safety, federal agencies, utilities, public service and educational institutions. A total of 19 agencies indicated they would be interested in participating in a regional training facility. These included seven fire departments, six law enforcement agencies, two public utilities, two educational institutions, and two other public agencies.

Competition

This facility is not intended to compete with any other provider of such services. It has been identified that although a number of area agencies do their best to provide training to their personnel, none have the resources or facilities to maximize their efforts. At this point the Yuma Fire Department is unaware of any other agency in the area proposing a similar facility.

Potential Partners

The project is being developed with the option to partner with other agencies with like needs, initiatives, and resources to achieve the best results and efficiency. A partner would further be defined as an agency that contributes a significant amount of resources to the project or will provide a large amount of the

curriculum for course presentation. The Fire Department has identified a couple of primary agencies that are likely to be partners, and will develop those relationships early on in this project. Partner agencies will likely include: Arizona Western College and the U.S. Border Patrol. Recruitment of partners and users will remain open throughout the project.

Major Influences on the Industry

Governmental Regulations

The State of Arizona and several federal agencies that oversee certain public safety functions have requirements related to provider/instructor certification, curriculum, quality assurance and competencies. This facility will be developed and operated in compliance within all such rules and regulations.

Industry Standards/Certifications

The National Fire Protection Association (NFPA) has developed guidelines for building fire department training facilities. NFPA 1402 will be referenced in the design of this facility. Additionally, NFPA 1403 (Live Fire Training Evolutions), 1500 (Fire Department Health and Safety), and any other pertinent NFPA standards will be considered in the design and operation of this facility. In disciplines related to law enforcement, or other non-fire related areas, the department will reference pertinent standards from the industry.

Local Economic Conditions

The economic status at the state and local level is quite strained. A slow economy has produced a major shortfall in the State budget. State leaders will address this, in part, by reducing state shared revenues to local governments. This will cause local agencies to have fewer resources to spend on training, but will not affect the need for them to provide proper training to their personnel. This economic situation reinforces the need to partner and develop joint use facilities.

Major Public Safety Issues

Since September 11, 2001, there has been a national drive towards awareness, preparation, defense, and response to terrorism and weapons of mass destruction (WMD). This newly defined mission has placed new training and operational burdens on public safety organizations. Because local police, fire, and emergency medical personnel will be the first on the scene of any such incident, they must be properly trained and equipped to respond. The need for additional education and practical training will likely continue to grow and be a permanent component of public safety training programs.

This new content area (WMD) adds another dimension to the curriculum and classroom needs assessment. It must also be considered during design and development of training props and buildings.

MARKETING PLAN

Marketing Overview

Overall Goals and Objectives

The primary marketing objective for the Regional Public Safety Training Facility is to secure the participation of every potential agency that would have a need and desire for such a facility and services.

The first marketing objective is to identify and solicit a primary target group. This target group will consist of public safety, public service, education and other agencies likely to be interested.

The second marketing objective is to publish the project and engage interest and participation from other agencies that were not among the primary target group.

Primary Marketing Tools

The primary marketing tool for this project was the initial inquiry letter and survey request. In October 2002, the department sent out 35 letters and surveys to public safety and other agencies. Thirty-one (31) responded, and 19 indicated they want to participate in the project.

Secondary marketing shall include, but not be limited to: presentations to community organizations and business groups, press releases to the media, news and photo opportunities, and professional networking.

PROPOSED FACILITIES, OPERATIONS AND SERVICES

Facilities

Basic Design and Layout

The final facility specifications shall be dependent upon user input during the needs assessment/programming phase of the project. A multiple phase project may be used address budget and developing needs issues. General design will include:

1. A Facility Headquarters Building housing the following:
 - a. Classrooms with capability for large and small class configurations and breakout rooms. Additionally, this area shall be designed to operate as an alternate Emergency Operations Center.
 - b. Locker/shower facilities for male and female students
 - c. Staff offices
 - d. Lunchroom/break room for students and staff
 - e. Storage areas for equipment and apparatus
2. Multi-purpose driving course featuring both high-speed and low-speed training capabilities. This would be useful for fire, law enforcement, EMS, school transportation, utilities, and any other agencies with driver training needs.
3. Multi-story fire training tower designed for high-angle rope training and ground and aerial ladder training, with engineered, environmentally friendly burn areas
4. Propane-powered simulation props
5. Confined space simulator
6. Physical ability testing area
7. Various fire/rescue training props
8. Multi-purpose "blackout rooms" with re-configurable interiors for search and rescue and various law enforcement needs
9. Multi-purpose simulation building for fire and law enforcement forcible entry, and other training
10. Public safety fire and injury prevention house

11. Additional facility requirements may include training props for law enforcement activities, public utility activities, or other specific needs of facility users.

Some props will be constructed primarily for law enforcement agencies, such as a lethal force range, a less than lethal force range, and other simulation and tactical simulation areas (to include a gas room).

Some areas will be available for use by all agencies for multiple drill types: forcible entry building, search and rescue rooms, arson simulator, tower, and driving track. (See appendix A for sample buildings and props)

Fixtures and Equipment

The following equipment/fixtures have been identified to be dedicated to the training facility:

1. Audio/visual equipment for the classrooms
2. Networked computers in the classroom
3. White boards in the classrooms
4. SCBA fill station
5. Training engine
6. Fire hand tools; axes, pry bars
7. Ground ladders
8. Hose
9. Pump test station

Facility Site Considerations

Size

The site needs to be large enough to accommodate all of the components as identified in the user needs assessment. Viewing the needs as projected in this plan, the department anticipates a need for 25-30 acres. This size will allow for proper design and separation of all required buildings and props. It will also enable possible project phasing, to allow some props/simulators to be constructed in the future, as budget allows. The expanded site will also enable the construction of a driving course that could loop throughout the facility grounds.

Perimeter Considerations

The perimeter of the training facility must be considered in relation to type of occupancy. Residential housing in the close proximity of a public safety training facility may produce complaints of noise, nuisance, smoke and unsightliness. Undeveloped or commercial/industrial sites are preferred.

Accessibility

The facility must be readily accessible by users. A central location is preferable to limit the amount of travel for the anticipated users.

Availability of Utilities

The training facility must have access to adequate water supplies to manage all training activities. Sewer, natural gas, electric service, and communications must be available.

Site Development Costs

Consideration must be given to site acquisition and development. The cost of privately held commercial property can be very high. Additionally, the cost of site development can be exorbitant if one must abate hazardous materials or deal with poor soil conditions.

Site Prospects

Araby Road Site

The original site projected for this project was off of Araby Road between 24th and 26th streets. A 20-acre parcel was secured in an agreement with Arizona Western College to build what became Yuma Fire Station # 5 and a joint-use classroom for AWC and the Fire Department. The agreement also left 12 acres of land adjacent to the two buildings for a future training facility.

Positive Factors:

- This site has been acquired and is immediately available for the project.
- The site is level and little site preparation would be required.
- The site has good utility access.

Site Concerns:

- A major concern with this property as a training facility site is the encroachment of residential construction. Additionally, considerable residential construction has taken place to the north and west of the site and more is planned to the south. It is very likely that the proximity of residential properties will generate various complaints against the training facility upon completion and operation.
- Size is another concern, with only 12 acres available for the entire project it may be difficult to design and construct all of the facility components in a useable manner.

Avenue A Site

An alternative site was identified in the fall of 2002. It is located on a parcel that lies west of Avenue A between 40th Street and 48th Street. The property is currently on a lease agreement from the federal Department of the Interior, Bureau of Reclamation (BOR) for possible expansion of the public golf course. Because the City of Yuma does not anticipate using the entire parcel for golf course expansion, a portion has been examined for a possible training facility site. The proposed site would lie adjacent to the existing Border Patrol site and continue south along Avenue A. The site would encompass approximately 25-30 acres.

Positive Factors:

- Size: Acreage is available to fit the needs of the project.
- Perimeter Occupancies: There are no residential properties in the area, and because of noise overlays, there can be none. The area will contain only commercial and agriculture operations.
- Accessibility: The property is a bit more central for City of Yuma agencies and is much closer for the Border Patrol and a number of other potential users.
- Utilities: Utilities are in the vicinity and available.

Site Concerns:

- Concern with this property revolves around the site preparation cost. Because the terrain is very irregular and has some major elevation changes, site preparation costs may be considerable.

Site Selection:

Talks with Bureau of Reclamation, Yuma Mesa Irrigation District and the City of Yuma in June of 2003 have resulted in a decision to pursue the Avenue A Site for the training facility. An application for acquisition of land from Bureau of Reclamation will be filed in early July 2003. The City will have the property surveyed and commission a NEPA (environmental impact) study on the property. The tentative agreement with the Bureau of Reclamation is to have the 30-acre training facility site turned over to the city for the designed public use. The City will be responsible for the administrative costs incurred by Bureau of Reclamation and the City, but would not incur any charges for value of the property.

Facility Staffing and Operations

Management

The Yuma Fire Department Training Division will manage the Public Safety Training Facility (See Appendix B: Org Chart). The Assistant Chief for Operations will maintain oversight.

Instruction

One Training Captain is currently providing program development and delivery. With the training facility on line the department recommends adding no less than one additional Training Captain to assist with program delivery. Additional instructional personnel will be utilized from YFD, YPD, AWC, other participating agencies, and contract instructors.

Administrative Duties

The existing office assistant for the Training Division will complete administrative duties.

Facility Maintenance

The Yuma Fire Department Support Services division will oversee maintenance of the facility. Services for building and grounds maintenance shall be contracted out, similar to current practices.

Services

The Regional Public Safety Training Facility will provide two different levels of service.

1. Sponsored courses, in which the facility management team provides or arranges for instructors and all course requirements. Course fees may apply.
2. Facility rental, in which participating agencies contract for use of the facility, and provide their own instructors and course materials. Equipment fees and expendable material fees may apply.

Projected Course Offerings

Utilizing instructors from participating agencies, area educational institutions, and state or federal agencies, courses including but not limited to the following, may be offered:

Fire/Rescue

- Fire Academy
- AAS Fire Science
- Live Fire Drills
- Basic and Advanced Firefighter Skills
- Technical Rescue
- Driver Training

Hazardous Materials Courses
Trench Rescue
Confined Space Rescue
Emergency Management Courses
Firefighter Certification Courses
Incident Command
Building Collapse Training
Terrorism Courses

Law Enforcement

Driver Training
Law Enforcement Safety Courses
Law Enforcement General Training and Drills
Special Operations Training
Traffic Stop Training
Deadly Force Training
Civil Disturbance Training
Tactical Entry Training

Emergency Medical

First Aid, CPR, AED
EMT Course
Paramedic Course
Paramedic Refresher Course
ACLS
PEPP
12 Lead ECG Interpretation

General

ADOSH/OSHA Courses
Forklift Training
Interagency Familiarization
Driving Courses (CDL)
Infection Control
Workplace Violence

Projected Facility and Equipment Rentals

Facilities

Classrooms
Driving Track
Individual Training Prop/Simulators

Individual Training Buildings
Pump Test Facility
Entire Drill Ground

Equipment

Fire Engine
Aerial Truck
Power Tools
Hand Tools
Safety Equipment
Ground Ladders

Expendable Supplies

Natural Gas
Particle Board
Plywood
Liquid Smoke

Future Possible Facilities

Law Enforcement Shooting Range
Additional Agency Specific Simulators/Props

FINANCIAL PLAN

Summary

Initial Construction Costs

The Regional Public Safety Training Facility has base funding from the City of Yuma CIP project #4.9401. This includes funds for:

| | |
|--------------|--------------------|
| Design | \$250,000 |
| Construction | \$3,000,000 |
| Inspections | \$250,000 |
| Total | \$3,500,000 |

It is expected that this initial budget will finance the basic public safety functions as outlined in this plan. Props and structures identified, but not funded in the initial phase, shall be designed into the plan, for construction at a future date.

Specialty props or structures for law enforcement or other agencies shall be funded by those agencies.

Operations and Maintenance Costs

The Regional Public Safety Training Facility shall seek to recover operational and maintenance costs through user fees.

Projected Annual Operational/Maintenance Costs

| Facility | Electricity | Gas | Water/ Sanitation | Vocal Alarm | Maint. Contract | Totals |
|------------------|-------------|----------|----------------------|----------------|--------------------|------------------|
| Academy Building | \$18,000 | \$2,300 | \$2,000 | \$1,500 | \$11,000 | \$34,800 |
| Facility Grounds | \$5,000 | \$10,000 | \$5,000 | | \$6,000 | \$26,000 |
| | | | | | TOTAL | \$60,8000 |

Projected Annual Equipment Costs

| Equipment | Maintenance | Fuel | Replacement | Total |
|------------------|-------------|---------|--------------|-----------------|
| Engine | \$4,000 | \$1,200 | NA | \$5,200 |
| Smoke Machine | \$200 | NA | | \$200 |
| Tools | \$500 | NA | \$500 | \$1,000 |
| Particle Board | | | \$600 | \$600 |
| Plywood | | | \$600 | \$600 |
| Liquid Smoke | | | \$200 | \$200 |
| Office Supplies | | | \$500 | \$500 |
| Course Materials | | | \$14,076 | \$14,076 |
| | | | TOTAL | \$22,376 |

Projected Annual Staffing Costs

| Position | FTE | Wages & Benefits | | Total |
|-------------------------|-----|------------------|-----------------|--------------------|
| Fire Training Captain | 1 | \$74,805 | | \$74,805.00* |
| Call Staff Instructors | | \$25,000 | | \$25,000.00 |
| Senior Office Assistant | 1 | \$30,403 | | \$30,403.00* |
| | | | Total New Costs | \$25, 00.00 |

* Reflects existing positions

| | |
|---|----------------------|
| Total Annual Maintenance and Equipment | \$83,176.00 |
| Total Staffing Costs | \$25,000.00 |
| Total Training Facility Operations Costs | \$ 108,176.00 |

Projected Revenue

Projected Annual Training/Course Revenue

| YFD Sponsored Courses | Non-YFD Students | Tuition | Total Tuition | Mat'l Fees | Total Mat'l Fees | Total Revenue |
|-----------------------|------------------|---------|------------------|------------|------------------|------------------|
| EMT Basic Course | 48 | \$350 | \$16,800 | \$21 | \$1,008 | \$17,808 |
| EMT Refresher | 48 | \$200 | \$9,600 | \$10 | \$480 | \$10,080 |
| Paramedic Refresher | 30 | \$450 | \$13,500 | \$30 | \$900 | *\$14,400 |
| PEPP | 48 | \$100 | \$4,800 | \$10 | \$480 | *\$5,280 |
| CPR (Heart Saver) | 200 | \$20 | \$4,000 | \$10 | \$2,000 | \$6,000 |
| CPR (Health Care) | 200 | \$30 | \$6,000 | \$25 | \$5,000 | \$11,000 |
| Engineer Academy | 24 | \$150 | \$3,600 | \$60 | \$1,440 | *\$5,040 |
| Fire Officer Academy | 20 | \$200 | \$4,000 | \$100 | \$2,000 | *\$6,000 |
| Incident Command | 24 | \$100 | \$2,400 | \$32 | \$768 | *\$3,168 |
| | Sub Total | | \$64,700 | | \$14,076 | \$78,776 |
| Paramedic Course | 24 | \$3,500 | \$84,000 | \$400 | \$9,600 | \$93,600 |
| | Total | | \$148,700 | | \$23,676 | \$172,376 |

* Indicates new course offerings

Projected Facility/Equipment/Grounds Rental Revenue

| Facility / Equipment | Rate | Estimated Annual Use | Estimated Revenue/yr |
|-----------------------------|--------------------|-----------------------------|-----------------------------|
| Classroom (large) | \$20/hr, 4 hr min | 208 hr. | \$4,160 |
| Classroom (small) | \$15/hr, 4 hr min. | 208 hr. | \$3,120 |
| Burn Room | \$60/hr, 4 hr min. | 92 hr. | \$5,520 |
| Training Tower | \$40/hr, 4hr min. | 104 hr. | \$4,160 |
| Confined Space Prop | \$40/hr, 4 hr min. | 28hr. | \$1,120 |
| Apparatus | \$70/hr, 3 hr min. | 56 hr. | \$3,920 |
| Driving Course | \$50/hr, 3 hr min | 48 hr. | \$2,400 |
| Pump Test Station | \$50/hr | 12 hr. | \$600 |
| Auto Extrication Area | \$50/hr, 4 hr min. | 72 hr. | \$3,600 |
| Particle Board | \$10/sheet | 60 | \$600 |
| Plywood | \$10/sheet | 60 | \$600 |
| Total | | | \$29,800 |

| | |
|-------------------------------|---------------------|
| Total YFD Course Revenue | \$64,700.00 |
| Total Facilities Rental | \$29,800.00 |
| Total Material Fees | \$14,076.00 |
| Total Facility Revenue | \$108,576.00 |

Financial Performance Analysis

Projected Total Facility Operational Costs

\$108,176.00

Projected Total Facility Revenue

\$108,576.00

Budget Assumptions

Facility Usage

1. Each Classroom rented an average of 4 hours per week.
2. Burn Room rented 12 hours per year per Fire Department and 20 hours by AWC.
3. Training Tower rented 12 hours per year by each Fire Department, 12 hours by Border Patrol, and 20 hours by AWC.
4. Confined Space Prop rented 12 hours per year per Fire Department, 4 hours by Risk Management, and 12 hours by other agencies.

5. Apparatus rented 20 hours per year by AWC, and 36 hours by other agencies.
6. All estimated usage numbers were calculated at 50% of the value reported in the user survey to allow for expected lower usage during the first year of facility operation.
7. Did not include the Paramedic Course in the overall Facility Revenue Figures.

SUMMARY

The City of Yuma Fire Department is a full service, public safety provider. The Fire Department provides all of the traditional services such as fire suppression, fire prevention, and code enforcement. In addition the department provides emergency medical services (EMS) at the paramedic level, public injury prevention, extrication, technical rescue services, water rescue, and hazardous materials response. As new needs appear in the community, the Fire Department often steps up to meet those service demands. Recent examples would include response to biological, chemical, nuclear, and other weapons of mass destruction (WMD) terrorism events.

The Fire Department recognizes that the technical nature of its work requires diverse ongoing training and drilling to ensure the ability to safely and effectively deliver services. It is further recognized that proper delivery of the required training to personnel requires a number of resources. In addition to skilled instructors, proper facilities and training aids are vital to safe and effective fire service training. The Fire Department also understands that other departments and agencies in the area have similar training needs that could be satisfied by a Regional Public Safety Training Facility. In addition to other area fire departments, law enforcement agencies, federal agencies, public works, public utilities, school districts, local colleges, and other organizations will be invited to participate.

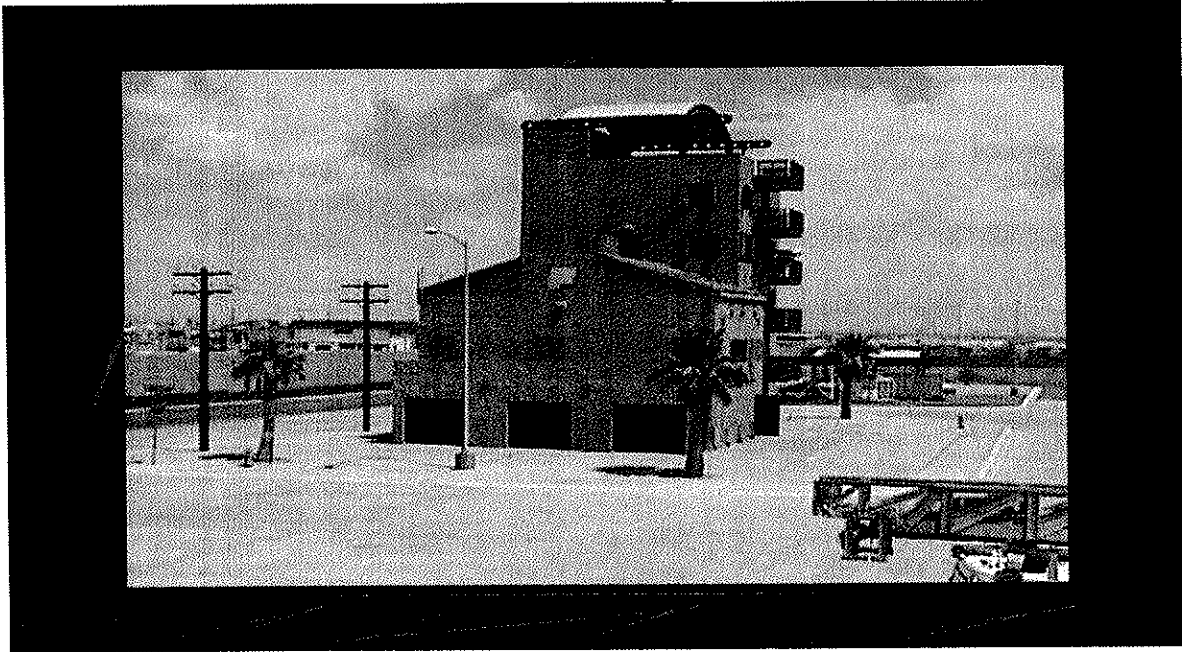
Utilization of the facility by agencies other than the Yuma Fire Department would result in the following benefits:

- Reduction in the burden of operations and maintenance costs for the facility by utilization of user fees for other agencies
- Development and refinement of joint operating procedures of area agencies through joint training
- Reduction in training costs for participating agencies through cost sharing
- Partnership building among agencies
- Enhancement of mutual aid capabilities through improved interoperability

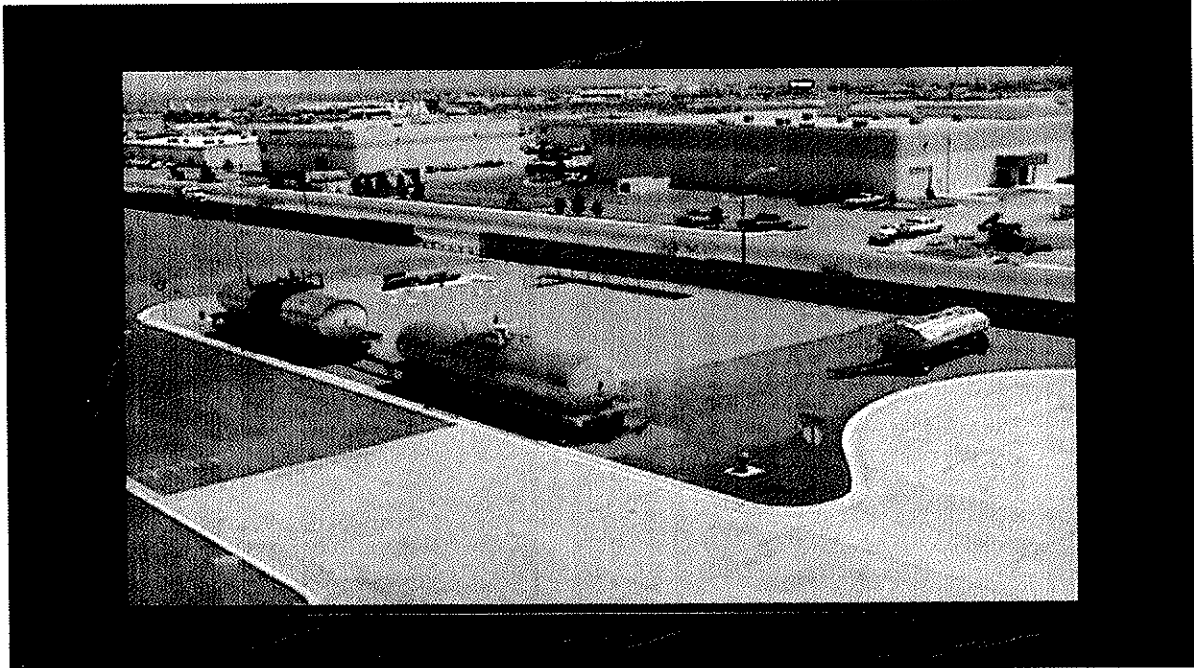
It is the intent of the Yuma Fire Department to move forward with the design, development and operation of the described Regional Public Safety Training Facility. It is our goal that it be a highly functional, state of the art facility. Additionally, it is our expectation that it will become a valued resource and source of pride for all area participant agencies.

Appendix A Examples of Site and Facility Configuration

Multi Use Training Tower

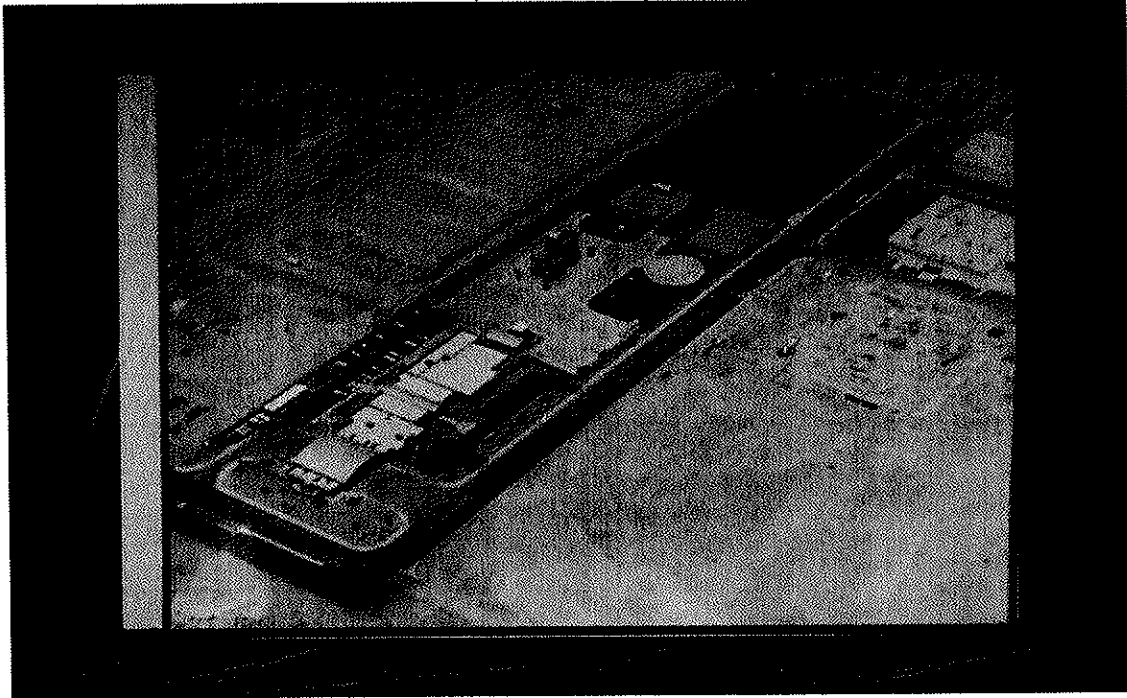


Hazardous Materials Simulators

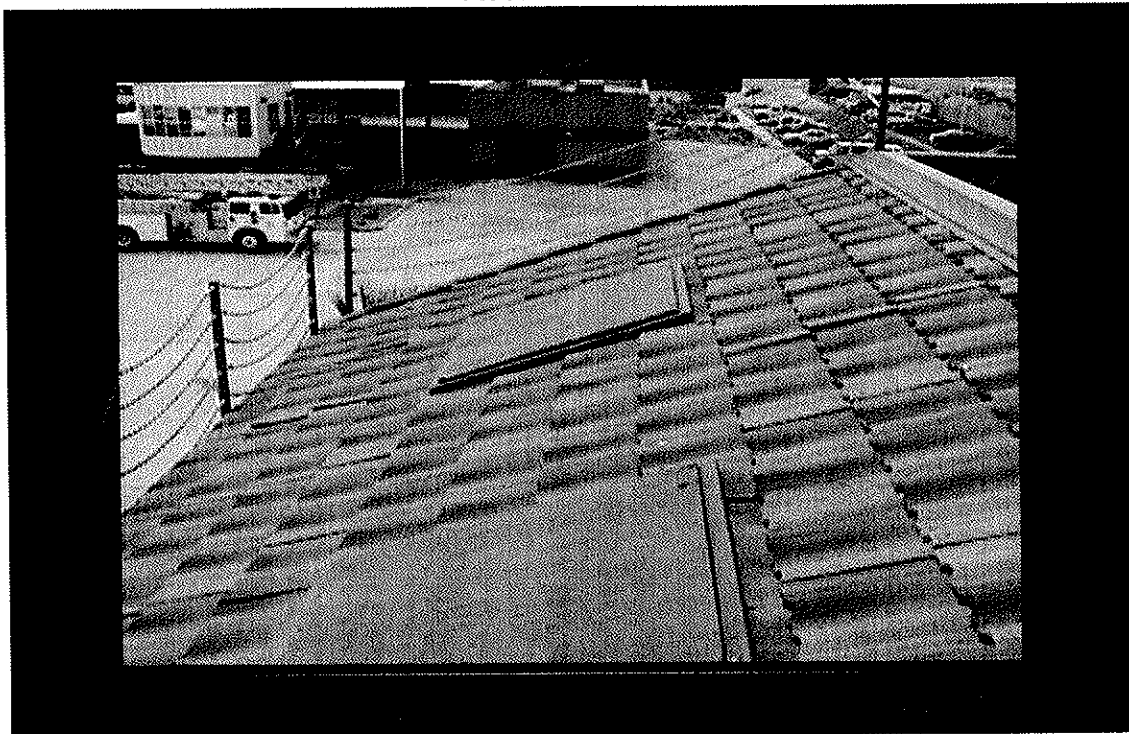


Appendix A Examples of Site and Facility Configuration

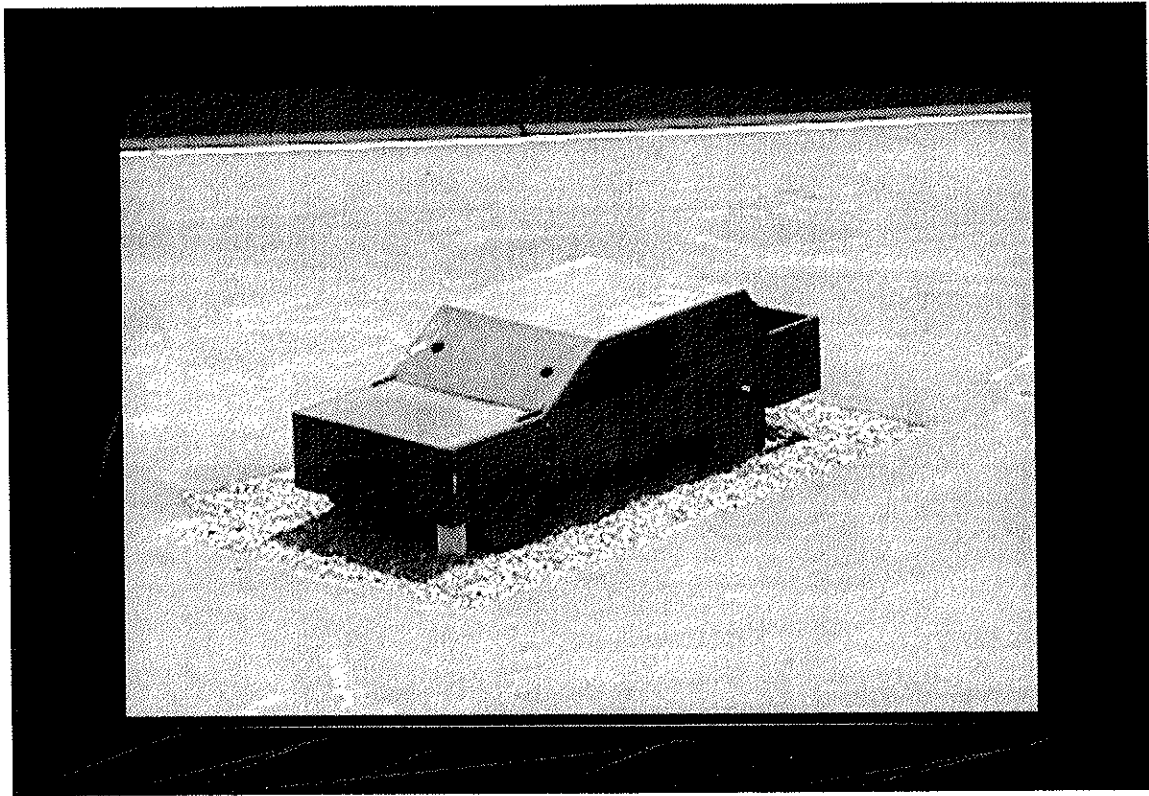
Example of Facility Layout



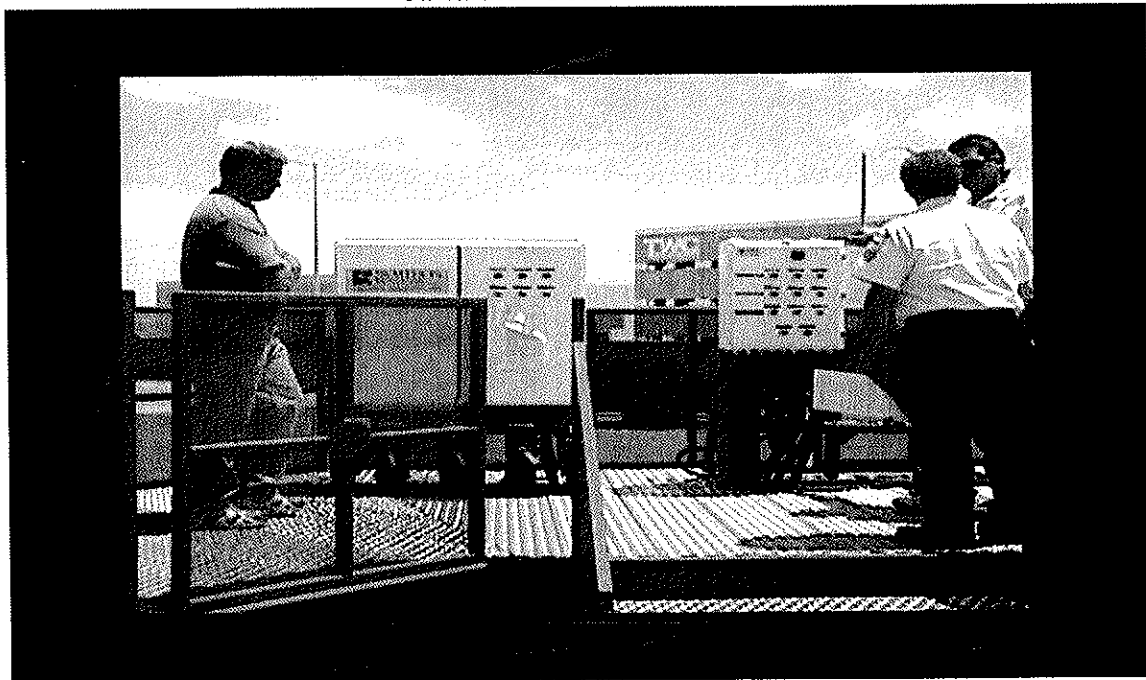
Roof Simulator



Appendix A
Examples of Site and Facility Configuration
Car Fire Simulator

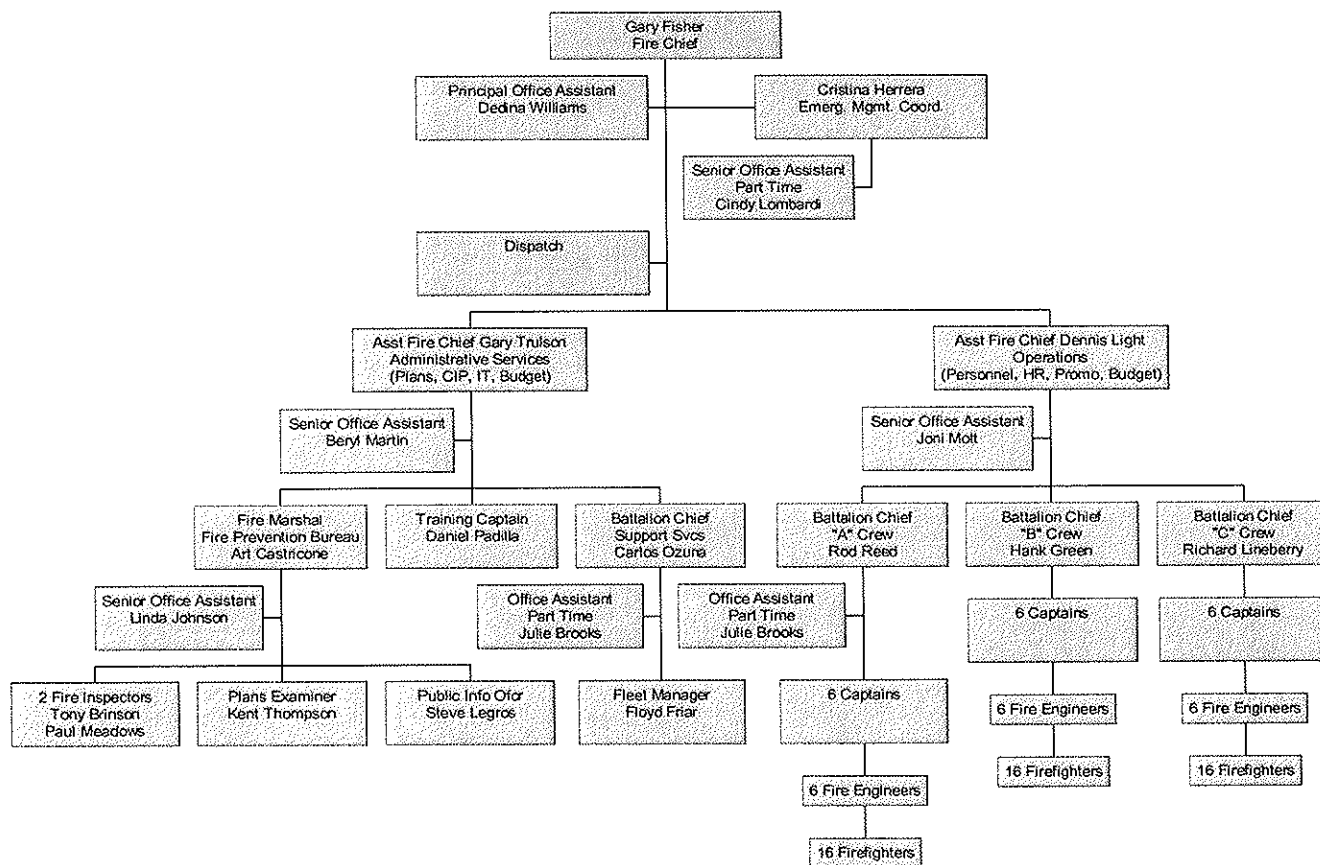


Simulator Control Station



Appendix B

CITY OF YUMA FIRE DEPARTMENT 2003



Training Center Schedule

| Task Name | Duration | 2003 | | | | | | | | | | | | 2004 | | | | | | | | | | | | 2005 | | |
|------------------------------|----------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|--|--|--|------|--|--|
| | | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | | | | | |
| Site Acquisition | 523 days | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Needs Assessment | 120 days | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Plan Development | 120 days | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design of Facility | 365 days | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Construction | 365 days | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Task Name | Duration | 2005 | | | | | | | | | | | | 2006 | | | | | | | | | | | | | | | | | | | |
|------------------------------|----------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|--|--|--|--|--|--|--|--|--|--|--|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | | | | | | | | | | |
| Site Acquisition | 523 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Needs Assessment | 120 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operational Plan Development | 120 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design of Facility | 365 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Construction | 365 days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |